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## Huntsman Alumni Magazine, Fall 2009

USU Jon M. Huntsman School of Business

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# HUNTSMAN

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ALUMNI MAGAZINE



## Ritsuo Shingo

steals the show at  
Shingo Conference

Page 10

## Stephen R. Covey

talks about success  
in the future

Page 12

JON M.  
HUNTSMAN  
SCHOOL OF BUSINESS  
**UtahStateUniversity**

**FALL 2009**



Dean Douglas D. Anderson

## Dean's message

It has been a fascinating experience to see the Jon M. Huntsman School of Business take flight on our "journey to top tier." Effective, challenging programs for our students and innovative ideas and contributions from our friends and alumni have combined to give us the initial thrust to get us airborne. We knew from the start our job would involve more than picking a flight plan and getting off the ground, however.

Maintaining strong momentum and keeping things aloft requires us to be able to adjust to changing conditions as we keep balance and gain altitude. We know if we are to soar, we must continue to effectively generate and channel the contributions of many individuals, including our students.

That's why at the Jon M. Huntsman School of Business our "required reading" this year is *Lift: Becoming a Positive Force in Any Situation*. The book, written by Ryan W. Quinn and Robert E. Quinn, offers valuable insight on how to lift not only ourselves but those around us. I highly recommend its reading to the entire Huntsman School community.

The psychological state the authors call lift occurs when people are "purpose centered, internally directed, other focused and externally open." Using anecdotes and citing academic and case studies, *Lift* describes the energy and focus that can come from having specific, challenging goals and a strong sense of purpose. It emphasizes the strength and freedom that comes from being guided by internal, changeless principles. It explores the benefits of showing empathy and genuinely caring about the feelings and needs of others in the workplace. It discusses research that indicates people who believe they can change are open to valuable feedback and new ideas because they want to continually progress. And, it predicts the kinds of things that can happen when good and talented people are committed to a cause and know how to support each other in their efforts.

The authors acknowledge it is not easy to bring these four elements together. They suggest we ask ourselves four questions to help us stay on track. They are as follows:

1. What result do I want to create?
2. What would my story be if I were living the values I expect of others?
3. How do others feel about this situation?
4. What are three (or four or five) strategies I could use to accomplish my purpose for this situation?

*Lift* reminds us of fundamental principles of integrity and compassion that we sometimes overlook, but which, when practiced, enable us to become much more effective in whatever leadership situation we find ourselves—whether at work, at school, in the community or at home. I believe our major accomplishments as a school are a result of the many contributions of individuals who lift others and themselves in the process.

There are few people who have consistently done as much as Jon M. Huntsman to lift those around them. In this issue of the *Huntsman Alumni Magazine*, you'll read of his announcement in April 2009 to fund two \$1.5 million presidential chairs at the Huntsman School of Business. This is truly a wonderful gift and will greatly assist us in our efforts to recruit additional world-class faculty. You'll also read about the five new professors we have recently hired and how we expect they will contribute to our momentum.

This edition also highlights the impressive 21<sup>st</sup> Annual Shingo Prize for Operational Excellence Conference in Nashville, Tenn., that featured keynote addresses from best-selling author, Stephen R. Covey, and Ritsuo Shingo, the for-

I SEE THE CONCEPT OF LIFT IN THE PASSION  
AND INNOVATIVE WORK OUR FACULTY DOES.

I NOTICE IT DAILY IN THE ENERGY  
THAT INFUSES THE HALLWAYS AND  
CLASSROOMS OF THE  
HUNTSMAN SCHOOL OF BUSINESS.

PERHAPS MOST IMPORTANTLY,  
I SEE LIFT REFLECTED IN THE POSITIVE IMPACT  
OUR STUDENTS HAVE AS THEY GO OUT TO  
INFLUENCE THE WORLD AROUND THEM.

— DEAN DOUGLAS D. ANDERSON



mer president of Toyota China and son of Shigeo Shingo. Our Shingo Prize for Operational Excellence is named after the late industrial engineer Shigeo Shingo.

There are many other examples of lift that occur each semester. Last June I witnessed lift firsthand in China when I joined 32 of our top students who were participating in a terrific hands-on global-enrichment learning experience. In this edition, you'll get to hear from three members of our National Advisory Board who went to Peru and were put to work, serving alongside our students.

You'll read about Scott Huskinson of Reminderband and ifrogz and how he's lifted his manufacturing partners in China by treating them with respect and trust. Take a look at the story about Mark and Wendi Holland and how they work at maintaining their priorities and balance in their lives. And if you want a story about some real lift, you can read about emeritus professor Phil Swensen and his hobby that literally lifts him off the ground.

I see the concept of lift in the passion and innovative work our faculty does. I notice it daily in the energy that infuses the hallways and classrooms of the Huntsman School of Business. Perhaps most importantly, I see lift reflected in the positive impact our students have as they go out to influence the world around them.

Our greatest rewards come when we can see our students go beyond lift, sustain their own momentum and soar into positive uncharted territory. That's when it becomes clear to all of us that lift is only the beginning.

The *Huntsman Alumni Magazine* is edited by Steve Eaton, the director of communications for the Jon M. Huntsman School of Business. It was also reviewed, filtered, analyzed, purified and homogenized by many others who try, in vain, to keep Eaton out of trouble. The editing assistance of Lindi Brown, Maren Cartwright, Mary Ann Clark, Lindsey Coy, Shara Gibbons, Marianna Larsen, Mary Price and McKenzie Rees was especially helpful. The vision, guidance and inspiration of Troy Oldham was key to creating the magazine's new look. Photos by the legendary photographer Russ Dixon also bumped the quality of the publication up a notch. The magazine was patiently designed and redesigned by Holly Broome-Hyer.



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### On the cover:

Ritsuo Shingo speaks at the 21st Annual Shingo Prize for Operational Excellence Conference. (Photo by Steve Eaton)



Dean Douglas D. Anderson listens as Jon M. Huntsman makes a surprise announcement.

## Jon M. Huntsman announces added support for USU students

Utah business leader and world-recognized philanthropist Jon M. Huntsman bucked national giving trends when he officially announced in May 2009 that the Huntsman family will fund two \$1.5 million presidential chairs at the Jon M. Huntsman School of Business at Utah State University, and it will double the number of scholarships available to Armenian students, continuing his long-standing commitment to the people of that country.

“We are so very proud of the Armenian students and are pleased with their progress and achievements at USU,” Huntsman said. “It is an honor to be involved in their development as future professionals and know that the business acumen they are gaining will empower them to be productive contributors to Armenia’s growth in the global marketplace.”

Huntsman already funds scholarships for 13 Armenian students and more than 100 students at the business school who are enrolled in the prestigious and highly competitive Huntsman Scholars Program. USU Huntsman Scholars are selected on the basis of leadership, scholarly promise and a commitment to service. Huntsman scholarship grants allow students to engage in customized, global-learning experiences in South America, Asia and Europe where they are directly exposed to top business, government and academic leaders.

USU President Stan Albrecht attended the meeting with the students where Huntsman first talked about his new contribution to fund the presidential chairs.

“These gifts will prove a great addition to USU and a wise investment in the students we serve,” Albrecht said. “We are grateful to the Huntsman family for their remarkable, ongoing commitment to this university. They understand the role our faculty members play in shaping the lives of our students and the

culture of this great institution. The significance of this gift cannot be overstated.”

As business schools across the country face budget cuts and even a reduction in private sector contributions, the news of the added financial support is welcome, according to Douglas D. Anderson, dean of the Huntsman School of Business.

“Mr. Huntsman shares the vision we have about the potential of our students and the need to recruit and retain top professors as we transform the Huntsman School of Business,” Anderson said. “Our job is to be a career accelerator for our students and an economic engine of growth for our own communities, the state of Utah, the nation and the world. We are deeply grateful for these gifts that come in addition to the very generous support Mr. Huntsman has already given to our students and our programs. They will help enable us to meet our mission.”

At a dinner in April, Huntsman Scholars and USU Huntsman scholarship recipients from Armenia were given a chance to talk to Huntsman about the impact his contributions have made in their lives.

“On behalf of the many people who will be affected by this Huntsman Scholarship program, thank you,” senior Eddie Norton said at the presentation to the Huntsmans. “Thank you for your example. Thank you for your charity. But most importantly, thank you for believing in us because we are going to make a great difference throughout the world.”

In December 2007, Huntsman visited USU in Logan, Utah, to announce a gift of \$26 million, with \$25 million to go to the business school and \$1 million to go to support scholarships for Armenian students. The USU College of Business was then renamed the Jon M. Huntsman School of Business.

## Jon M. Huntsman hosts dinner for USU students and makes surprise announcement

**H**untsman students often meet with successful business leaders. It's not every day, however, they get to sit down and talk with Jon M. Huntsman himself.

In April 2009, 52 Huntsman Scholars and 13 USU Armenian students were invited to have dinner with Mr. Huntsman and his wife, Karen, at the Huntsman Corporation offices in Salt Lake City.

The Huntsman Scholars were there, in part, to thank him for funding the program that has given many of them the opportunity to travel around the world and see firsthand how the global marketplace functions. The Armenian students are experiencing life at USU thanks to scholarships funded by Jon and Karen Huntsman.

At the dinner, Mr. Huntsman went from table to table, greeting students individually and posing for dozens of pictures. When he came upon the Armenian students, his face lit up and he reached out to them as if he were trying to gather them all in a single hug.

Later, after the Huntsman Scholars and Armenian students had made presentations thanking him and

sharing what they had learned, Mr. Huntsman choked up a bit and said it was difficult to speak of the Armenians because of the love he felt for the students and the country that has adopted him. Mr. Huntsman came to know the Armenian people when he traveled to the country to help after a devastating 1988 earthquake that left thousands homeless. He has since contributed more than \$50 million to the Armenian people and is officially considered an Armenian citizen in that country.

Huntsman said while he may have given what he termed a "small amount" to Armenia, "the reality is that they have given so very much to our family and to us."

Mr. Huntsman then surprised the group, which included USU President Stan Albrecht and Dean Douglas D. Anderson, by announcing he would double the number of Armenian scholarships the Huntsman family funds, increasing the number from 13 to 26.

One Huntsman Scholar, Matthew Packer, a junior majoring in accounting, told Jon and Karen Huntsman that in difficult times he has looked at his Huntsman Scholar



Jon M. Huntsman greets students from Armenia.

nametag and gained courage to go on as he thought about what it represents to him. He thanked Mr. Huntsman for the scholarship.

"It has opened doors for me that would be completely shut," he said. "I want to thank you for what you have done and for what you have given to all of us."

President Albrecht thanked Jon and Karen Huntsman for all they have done for USU.

"Some days in the life of a president are better than other days," President Albrecht said. "This is one of the really good days."

Mr. Huntsman told the students his heart was "deeply touched by their kind words" and said much would be expected of them. He told them to never give up, to love their neighbor and to be grateful for all they had.

"Never forget who you are, what you represent, the goodness that you can bring upon the earth to everybody and the confidence that your leaders at this great university have placed in you," he said. "It's a great honor to be with you tonight. It's a great privilege to be your friend."



From left to right, RJ Netzey, Craig Maughan, Jon M. Huntsman, Brad Carr and Dean Douglas D. Anderson pose for a picture. (Photos by Steve Eaton)





Michael Ballam, left, his son, Ben, and, his wife, Laurie Ballam, greet Vern Buehler at his 90th birthday party at the David B. Haight Alumni Center. Some 150 people attended the event in June 2009.

## Huntsman students take top honors at state business competition

Utah State University students took first place in eight events in April 2009 at a state leadership conference that tested business skills in a variety of areas.

The Jon M. Huntsman School of Business students are members of Phi Beta Lambda (PBL), a collegiate business organization. They competed in a two-day conference sponsored by the national PBL organization.

The USU students who took first place in various events were as follows: Derek Kent, Vikki Ballard, Zachary Harrison, Daren Larsen, Dannaea Ward and Lisa Hathaway. The following USU students placed second: Dannaea Ward, JP Parish, Daren Larsen and Stephanie Call. Dannaea Ward also placed third.

"We are proud of these students because they go the extra mile to refine the job skills they'll put to use in the marketplace," said Krystn Clark, advisor for the Huntsman School's PBL chapter. "It is particularly rewarding to see them do so well in contests that test ethical and entrepreneurial instincts because those are areas we emphasize daily at the Huntsman School of Business."

## Tell us what you **think** and what topics should be in **ink**

We hope you enjoy this edition of the *Huntsman Alumni Magazine*. We hope to capture some of the progress the school is making and to feature some of the accomplishments of our alumni and friends.

We invite you, as a member of the Huntsman Aggie alumni community, to share your thoughts about the magazine and the stories we have included. We'd love to hear suggestions about what you'd like to see featured in our next edition. We encourage you to e-mail feedback and suggestions to [steve.eaton@usu.edu](mailto:steve.eaton@usu.edu).

## Readers invited to check out Huntsman Facebook and Twitter sites

The Jon M. Huntsman School of Business is now attracting Facebook fans and tweeting for all who care to listen.

The Huntsman School of Business recently launched a new Facebook and Twitter site to better connect with alumni, friends and students. We invite the Huntsman Aggie community to visit and join our online community. Our Facebook fans can keep track of what is going on and remember past events by checking out a constantly updated collection of pictures, videos and school news.

To join:

- Existing Facebook members need only search for the "Huntsman School of Business."
- Those not on Facebook can easily become a member. Visit <http://www.facebook.com>, and all it takes is a name, e-mail address and password to sign up.

Join and follow us on Twitter by going to [twitter.com](http://twitter.com) and searching for: "Huntsman\_School" (don't forget the underscore) and opt to become a follower. Start your own account, and we may be following you.

Many may look back with fondness on their days at the Huntsman School of Business and USU, but with Facebook and Twitter, it's like walking the halls again. We expect it is just a matter of time before we hear the tweets and read the postings of students, friends and alumni who have all become official fans and followers of the Huntsman School of Business.

## Huntsman student HR teams place in regional competition

Two Jon M. Huntsman School of Business teams took top honors at the regional HR Games in March 2009 in Denver, Colo.

The teams placed first and third respectively, with the first-place team defeating 14 teams from 11 universities across a 10-state region. USU's students have an impressive record in the regional competition where teams have been competing and winning for the past eight years.

This year's first-place team included students Emily Halterman, A.J. Kim and Tate Matta. The third-place finishers included the team of Stephen Allred, Lydia Bushman and Brian Francom.

HR Games, sponsored by the Society for Human Resource Management, is a competitive "Jeopardy"-style game where student teams' HR knowledge is tested in various areas. Each of the first-place team members were invited to the 61st SHRM Annual Conference and Exposition in New Orleans, LA., June 27-July 1, where they were recognized and awarded scholarships.

## New Vision section seeks contributions

There are some of us who'd rather not learn things the hard way.

The *Huntsman Alumni Magazine* has created a new Vision section that will feature advice, career tips and insight from alumni and friends who are willing to share a thing or two they have learned in their careers.

We encourage submissions of 500 words or less from alumni and friends who are willing to share their discoveries with our readers around the world. We will pick one for every issue to include in the Vision section. Please submit your ideas to [steve.eaton@usu.edu](mailto:steve.eaton@usu.edu).



◀Students have fun with thumb-wrestling event.

▼Brad Larkin, president of the Entrepreneur Club, speaks.

Photos by Steve Eaton



## e-Week launches 72-hour business competition

When Dell Loy Hansen agreed to speak at e-Week, he had no idea he would get caught up in a 72-hour business competition.

After he spoke, he was surrounded by a team of Huntsman students who were locked in a competition to see who could sell the most T-Shirts in a 72-hour period. The teams signed up for the competition knowing only they would be asked to launch a specific kind of entrepreneurial venture that would test their ability to make as much money as possible within the time allotted.

Hansen, who owns Wasatch Property Management, ended up buying 110 T-Shirts. Anaconda, the nine-member team that approached him, won the competition. They brought in about \$5,000 to fund the Entrepreneur Club. The team won \$2,000.

e-Week, held in April 2009, featured the elevator-pitch competition, a number of impressive outside speakers and another successful effort to break the world thumb-wrestling record. The thumb-wrestling record has proven a fun way to generate publicity for e-Week festivities, organizers say.

The winner of the elevator pitch competition was a team that proposed a product called the "Ecco Box" that would allow people to save DVD movies directly to a computer.

"Simply put, this device will do for your movies and your DVDs what your iPod has already done for your music," business student Chris Shipley said in his pitch.

Shipley and his teammates Nate Bradshaw and Will Alley won \$2,250.

e-Week was possible this year thanks to funding and support from Gary Anderson, Clearwater Governance, Grow Utah Ventures, vSpring Capital, Kickstart Seed Fund, USU Technology Commercialization Office (TCO) and Direct Print. e-Week, which started as e-Day, was Gary Anderson's idea, and he has been a strong backer since it started. Anderson, who graduated in 1978 with an accounting degree, is a managing partner for Cheever Capital, a venture capital group. He is also chairman of the Jon M. Huntsman School of Business Entrepreneur Founder's Board and a member on the National Advisory Board.





James Feigenbaum talks with Denis J. Peralta.  
(Photo by Russ Dixon)

## Visiting professor, is visiting no more

The University of Pittsburgh just lost a professor.

James Feigenbaum, who is a regular visiting scholar at the Federal Reserve Board and the Federal Reserve Bank of St. Louis, has agreed to come to the Jon M. Huntsman School of Business and become a full-time professor. Last year he was in Logan as a visiting professor.

Feigenbaum has been an assistant professor at the University of Pittsburgh since 2003 and will be teaching both graduate and undergraduate courses in macroeconomics while he is at USU. He earned a doctorate in economics from the University of Iowa and in physics at the University of Chicago.

Feigenbaum has developed an expertise in modeling how, over time, households make decisions about how much to save. He has also made contributions to research that employs techniques in physics to understand trends in equity prices before major crashes have occurred in the U.S. economy.

"I have fallen in love with Cache Valley," Feigenbaum said. "In addition to the beauty of the surroundings, I have been energized by the discipline of the students and the positive changes occurring at the Huntsman School of Business. This is a great place to teach and a peaceful environment to do research."



Diana Weinert Thomas (Photo by Steve Eaton)

## New professor brings international perspective to teaching

When Diana Weinert Thomas tells you she's from Germany, it's likely you'll try to find out what she means by that.

Did she live in Germany for a time? Was her last job in Germany?

Thomas was born and raised in Germany but that just doesn't seem possible because she speaks without a hint of an accent.

She said she came on a foreign-exchange program to live with a family in Pennsylvania when she was 16. She has since earned her bachelor's, master's and doctorate at George Mason University in Fairfax, Va., and it doesn't look like the language was a barrier to her there, because she won the "Snively Award" for having the best G.P.A. in her doctoral class.

Her research applies economic principles to decision making within the political process.

"It builds on the assumption that politicians, just like people outside of politics, respond to incentives and are interested in their own well-being," she said.

Thomas will be teaching principles of microeconomics.

"I want to get involved with all the different programs they have that take people abroad and help students in getting hands-on business experience," she said. "With my background in international business and my German heritage, I think I'll be able to contribute to the school's global goals."

## Award-winning economist coming to Utah State University

In August 2008, T. Scott Findley stood before the 64th Annual World Congress for the International Institute of Public Finance and took in some applause.

The group, which was meeting in Maastricht, Netherlands, included some of the world's leading scholars on pension design and reform and some other very well-known economists. They were recognizing Findley and Huntsman Professor Frank Caliendo with the 2008 Young Economists Award of the International Institute of Public Finance for some of their joint research on optimal public pension design that stands out for "scientific quality, creativity, and relevance."

When Findley arrives at the Jon M. Huntsman School of Business as a new professor he may be, at first, just another new face on campus. It's not likely, however, that he'll need someone to show him around campus.

Findley earned his B.A. degree in 2000, his B.S. degree and M.A. degree in 2003, and his M.S. degree in 2004, all from Utah State University. He received his doctorate in economics at Colorado State University in 2007 where he earned the Outstanding Graduate Teaching Award for the Department of Economics.

Recently, Findley has been teaching at the University of New Mexico, but he said he is "extremely happy" to be coming back to Logan.



Scott Findley walks across campus with Shannon Stevenson, left, Lindi Brown and Stephen Young. (Photo by Steve Eaton)

"I think Cache Valley is the ideal location to live and raise a family," he said. "I love the outdoors, and my favorite hobby is backpacking and fly-fishing. Utah State and Cache Valley have the total package; and in my opinion, USU is the best kept secret in the entire country."

## Huntsman School recruits convocation speaker to be teacher

Paul Fjeldsted was invited to be a Dean's Convocation speaker in April 2008. People were impressed. Dean Douglas D. Anderson was impressed.

The Huntsman School of Business decided it was time to seize the teacher.

At the time Fjeldsted was the managing director of Citigroup Global Markets, Inc. At Citigroup, Fjeldsted had been responsible for structuring and trading bonds and derivatives on the emerging markets of Central and South America. He worked some of his time in Cache Valley and some of his time in New York City and Latin America.

The Jon M. Huntsman School of Business decided to create a new opportunity for Fjeldsted and soon he was teaching part-time. Now, in fall 2009, Fjeldsted will be ramping up his involvement as a senior lecturer in the Department of Economics and Finance.

Fjeldsted graduated from USU, Magna Cum Laude, in 1986 with a liberal arts degree and from Harvard Business School in 1990.



Paul Fjeldsted (Photo by Russ Dixon)





Benjamin Blau talks with students at Old Main. (Photo by Russ Dixon)

## New professor isn't new to Cache Valley

While Benjamin Blau is a new employee of the Jon M. Huntsman School of Business, it would not be accurate to say he is new to USU.

Blau, who will start this fall teaching corporate finance and advanced investments, said he can remember attending classes with his mother when he was four years old.

"I've been an Aggie all my life, almost literally," he said.

Recently Blau has been teaching at the Marriott School of Management at Brigham Young University as a visiting assistant professor and publishing in

some very prestigious journals. Even though he just earned his doctorate at the University of Mississippi in 2008, he has already had seven papers published or accepted in top journals. One paper called, *Capitalizing on Catastrophe*, was published in the *Journal of Risk and Insurance*, which is the top insurance journal. That paper looked at the practice of short selling specific stocks just before hurricanes make landfall.

Blau, who earned his bachelor's in 2002 and his master's in 2005, both at USU, is passionate about his research and says he takes that enthusiasm into the classroom.

"I love to teach," he said. "Teaching is what drew me to the profession, and I really enjoy interacting with students."

At BYU, Blau was recognized with the Outstanding Undergraduate Teaching award in 2009.



From left to right, Frank Caliendo, Karina Hauser and Konrad Lee were granted tenure and promoted to associate professors in 2009. Caliendo teaches in the Economics and Finance Department. Hauser teaches in the Management Information Systems Department and Lee teaches in the Management Department. Karen Woolstenhulme was also promoted to senior lecturer. She teaches in the Management Information Systems Department. (Photo by Russ Dixon)



# Visiting business leaders talk with students about leadership

## Kaye Jorgensen

When Kaye Jorgensen started at O.C. Tanner in 1974 as a clerk making \$2.97 an hour, she had to promise to stay for at least two years if they gave her a job.

In March 2009, the Jon M. Huntsman School of Business presented Jorgensen, who is now the senior vice president of human resources at O.C. Tanner, with a Professional Achievement Award. It wasn't the first time people have recognized Jorgensen, who earned a bachelor's degree in 1969 in secondary education at USU, for her achievements.

She was recognized with the Accolades to Utah Women of Achievement Award in 1998. She was selected by *Utah Business* magazine as one of Utah's 50 Most Powerful Women in Business in 2000.

## Norm Smallwood

The founder of one of the top leadership development companies in the world was a Dean's Convocation speaker in March 2009.

Norm Smallwood, who was speaking to a combined audience of students and participants in a Partners In Business seminar, talked about the importance of leadership development and some of the things his company has discovered with its research.

In the year 2000, Smallwood, along with Dave Ulrich, founded The RBL Group, with the intention of bringing a greater focus on results to the field of leadership development.

"We found that as we talked to people, there are five things that all effective leaders need to be able to do," Smallwood said. "They need to be strategists, executors, talent managers,

human capital developers and at the heart of everything they do, they need to have personal proficiency."

## Jack Zenger

Research shows that leaders need not excel in every area, but they should seek feedback and develop strengths in several key areas to be successful.

Jack Zenger, the CEO of Zenger Folkman, spoke at a Dean's Convocation in February 2009, shared his research-based insight on leadership and answered questions from students. Zenger is the author of seven books, including the best seller: *The Extraordinary Leader*. He has published 50 journal articles and has been inducted into the Human Resource Development Hall of Fame in recognition of his contributions to leadership development, theory and practice. Zenger Folkman is an "organization that is focused on bringing empirical research, innovative thinking and new technology to the challenge of developing more effective leaders."

"Leaders are not defined by the fact that they're perfect - they have no warts, no blemishes, no faults, nothing wrong with them," Zenger said. "You don't find people like that. What great leaders are defined by is that they have a small number of strengths and that they're really good at a few things."

*To see longer versions of these stories, go to*

[www.huntsman.usu.edu/leadership](http://www.huntsman.usu.edu/leadership).



Kaye Jorgensen



Norm Smallwood



Jack Zenger (Photos by Steve Eaton)



## Ritsuo Shingo shares operational excellence tips at Shingo Conference

It wasn't long after Ritsuo Shingo began teaching at the 21st Annual Shingo Prize for Operational Excellence Conference, that he had his bright students all thinking about the most effective way to burglarize a house.

Shingo drew on an easel pad a simple picture of a chest of drawers and asked the crowd if they were burglars with a limited amount of time, what would be the most efficient way for them to go through a dresser? Should they take out the top drawers first, the middle drawers or the bottom drawers?

After a brief pause, someone from the floor answered that one should start at the bottom because then he or she could rapidly go through each drawer, leave it open and there would be no need to close a drawer to see what's in the next drawer.

"Very excellent," Shingo said. "He is a professor."

Shingo might have expected the right answer from those attending the Shingo Prize Conference in Nashville, Tenn. It's not that any of the nearly 500 attendees were crooks, it's just that most of them already spend most of their waking hours looking for more efficient ways to do things.

The dresser example was one Shingo learned from his father Shigeo Shingo, the industrial engineer and consultant whose teachings led to the founding of the Shingo Prize for Operational Excellence.

Ritsuo, the former president of Toyota China, appeared a little uncomfortable at first as he talked about how he gained valuable experi-

ence working his way up within the Toyota organization. However, once he began teaching and interacting with his audience, he seemed to be in "the zone." He would ask basic and thought-provoking questions, such as, "What is a problem?" and then field a wide variety of answers, drawing laughter as he bantered with the audience.

"Good try," he said after one woman offered her answer, "effort is very important."

He eventually said his personal definition of a problem is that it is a "deviation from a standard."

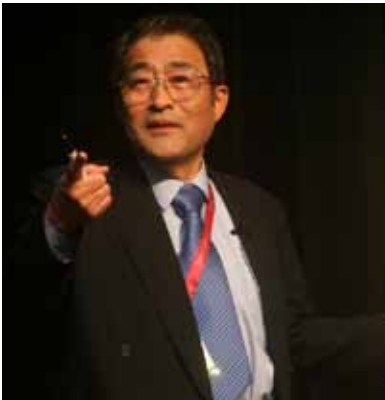
"Without a standard, no one knows what is the problem," he said. "The first thing we should do is set up a standard."

It soon became clear Ritsuo's presentation was going to be a deviation from the standard keynote address. When given the one-minute warning, he joked, "One minute? Sorry but I'm staying. I have 40 years experience. How can I summarize it in one hour? Impossible."

The next time he was told his time was up someone shouted, "We don't need the break, just keep talking."

Bob Miller, executive director of the Shingo Prize, had a solution to the "problem" of a keynote speaker who was proving too interesting that he offered at the eventual conclusion of Ritsuo's address.

"Mr. Shingo, next time we'll give you two-and-a-half-hours in one of our breakout sessions," Miller said.



(Photos by Steve Eaton)

## Ritsuo Shingo shares four tips on how to become a more effective leader

**R**itsuo Shingo said it was a plant that taught him what he knows about operational excellence.

The plant, as Ritsuo describes it, isn't something that grows in the ground but, instead, the kind that comes with a factory floor where new automobiles are created.

"The plant tells me what to do," he said, explaining that by careful observation and extensive experience he has learned many of the principles he applies in the workplace.

Ritsuo, the former president of Toyota China and Hino Motors China, agreed to share with the *Huntsman Alumni Magazine* some of the insight he gained as he has come up through the ranks in Toyota to leadership positions. His own father, Shigeo Shingo, is considered by many as one of the most brilliant leaders in operational excellence who ever lived. And yet, Ritsuo said most of what he has learned came from his own experience, not from the direct teachings of his father. In fact, he said he's only read one of his father's books.

Here are four principles Ritsuo shared with the *Huntsman Alumni Magazine*:

- He said that circumstances, industries and cultures present different challenges. It's important to learn from experience and always be looking for ways to adopt and improve practices. Your work must also be connected to market realities. Making something efficiently is not enough if no one wants to buy what you make. "If you cannot sell your product, you cannot run the company," he said.
- Go to where the work is being done and observe firsthand what is happening. Within the world of operational excellence, they call this "gemba." He said this can't be done with a quick walkthrough of the plant or the place where the work is accomplished.
- Listen to learn from the experiences others have had. He said this is not easy but very important to do. He describes it as listening, digesting and then saving what works for you.
- "Show them your back." Ritsuo said that leaders need to demonstrate by their example the practices they want to see observed. If a CEO advocates cutting costs but stays in a five-star hotel when he travels, that sends the wrong message about saving money. Ritsuo said he'll often move to a different hotel if he thinks the cost of a room is too much once he arrives. "I often mentioned to the people in China, I don't need any stars," he said of those who would insist he stay in a four- or five-star hotel. "If you are asleep, you can't see the stars; you are sleeping."

Some may wonder why U.S. automakers don't try harder to duplicate Toyota's success. Ritsuo explained that really understanding the basic principles of operational excellence takes time, and one can only learn from experience how to effectively apply those concepts.

"Imagine you have received a lot of tools as a gift," he said. "Okay, these are fine tools. Can you fix an automobile? Can you fix a refrigerator? It's one thing to have the tools; knowing how to use them, that's a different story."



Ritsuo Shingo (Photo by Steve Eaton)



## Dr. Stephen R. Covey says many companies need to build new cultures if they are to succeed

**B**est-selling author Stephen Covey told an audience gathered at a Shingo Prize Conference in May 2009 that it's time for a paradigm shift that will better tap employee talents and make companies more effective.

Covey was a keynote speaker at the 21st Shingo Prize Conference held in Nashville, Tenn., that drew nearly 500 people and spanned four days. Covey is the author of several books that collectively have sold more than 20 million copies,

including *The Seven Habits of Highly Effective People*, *First Things First*, *Principle-Centered Leadership* and *The 8th Habit*. *Time Magazine* once recognized Covey, the co-founder of FranklinCovey, as one of the nation's 25 most influential people.

He said the world is shifting from the industrial age to the "knowledge-worker age" and he predicts the new paradigm will eventually out produce the industrial age by more than 50 times.

"The overall philosophy of the industrial age is control," he said. "If you are a benevolent autocrat, we'll call it kind control. The purpose of the knowledge-worker age is to unleash talent."

The Shingo Prize for Operational Excellence is part of the Jon M. Huntsman School of Business at Utah State University, and Covey is a member of The Shingo Prize Academy. The organization promotes a philosophy that emphasizes the importance of showing respect for employees, while becoming efficient, saving money, increasing productivity and improving quality. Many of the concepts emphasized by the Shingo Prize are also central principles taught in Covey's books.

Covey said making the shift to a new culture that better taps employee talents has been difficult for some companies.

He said people get their security from the top-down structures and systems of the industrial-age model. He talked of developing a committed, empowered culture, where everyone is accountable to ev-

eryone, that can focus on operational efficiency.

The Shingo Prize recognizes and educates companies on how to streamline their processes and become more efficient while building a principle-based culture to drive positive change through continuous improvement.

Covey said he once visited a Toyota plant in Japan where a leader offered him some insight into the challenges American car dealers are facing.

"Detroit just doesn't get it," the executive said. "They think the answer lies in marketing and promotion and in technology."

Covey said he asked him, "Where do you think the answer lies?"

"Culture," he said. "Anyone in this room can close the line down, yet it improves quality and lowers cost."

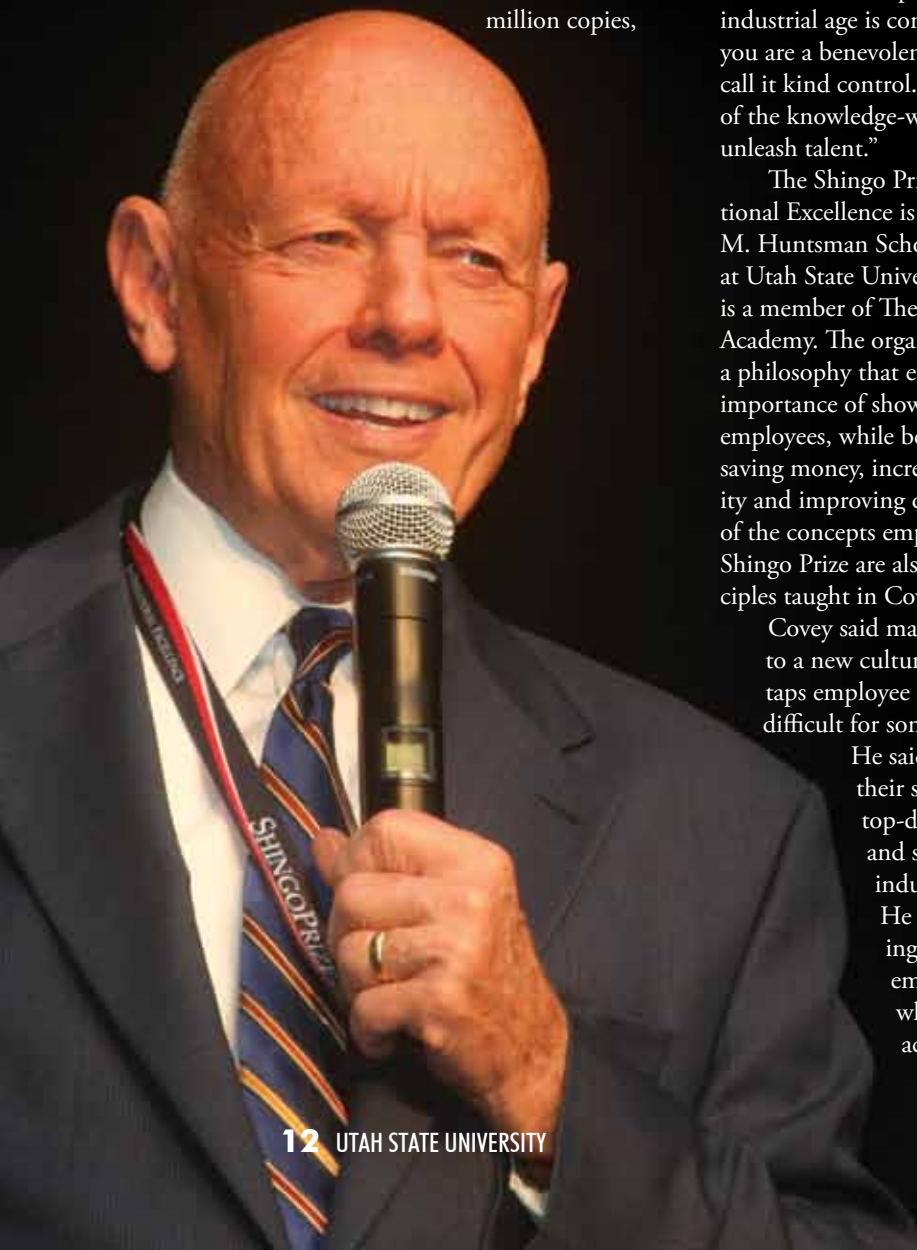
Covey said that true leadership is not something that automatically happens once a person is given a title.

"Leadership is a choice, not a position," he said. "Leadership is based on moral authority, not formal authority."

Leaders who have to borrow their authority from their title will not be as effective.

"People with formal authority, without moral authority, will create a discordant culture," he said. "They will continue to use the industrial-age model of top down, command and control, and the entire culture will be resisting."

Covey said he appreciated the opportunity to speak to the group that he said is focused on developing cultures that create organizational efficiency and excellence.



# Dr. Stephen R. Covey continues to write and teach worldwide

Stephen Covey is not finished yet. No one would blame him if he took it easy for awhile. There aren't many who can argue they've had a greater positive impact on people and organizations than the person who wrote the *Seven Habits of Highly Effective People* and several other best-selling books. Forbes named the seven habits book, which has sold 38 million copies, one of the top 10 most influential management books ever written.

In a wide-ranging interview with the *Huntsman Alumni Magazine*, however, Covey made it clear he's not ready to do any coasting. He has six more books in the works, and all of them are aimed at finding solutions and helping people embrace principle-centered paradigms. He said he met with President Barack Obama when Obama was still a candidate and, at press time, was planning on meeting with Obama administration officials and Secretary of Education Anne Duncan.

## No guru here

Despite his global reputation, none of Covey's work seems to be about ego. He said he's uncomfortable with people who would follow him as a guru and would rather see people embrace the principles he teaches.

"I don't want my own followers or disciples," he said. "It would be contrary to what I teach. I get credit for the seven habits; but when you look at those habits, they are just based on universal and timeless principles. They are natural laws such as the first habit of 'be proactive.' That means, basically, taking responsibility and taking initiative. I didn't invent those ideas. I would rather see people principle-centered, by far, than to become a guru and have people become Covey-centered or something like that."

Covey said he always knew the principles he taught, "were so powerful and so universal that they could be taught in any culture, any nation." He may not, however, have ever imagined how far his teachings would reach.

"I was kind of surprised over the years that it has exploded around the world like it has," Covey said of his books and teachings. "They've produced millions of my books over in China, but they don't necessarily respect intellectual property, which is fine. I don't really care about that. I like to see the principles operate."

## Shingo Prize – A new paradigm

Covey said he agreed to speak at the Shingo Prize Conference because he wanted to learn more about the organization's approach to operational excellence.

"It is definitely a new paradigm," he said, citing the philosophy's emphasis on efficiency, minimal inventory and close connections to the customer. "I am very impressed."

Covey has always taught the importance of learning to tap human potential, a key part of what is taught by the Shingo Prize for Operational Excellence.

## The fifth habit

Covey admitted that even he finds it challenging to live all the seven habits. He was asked which habit he had the most trouble living.

"I'd say it's habit five, seek first to understand, because sometimes, when I'm convinced that I'm right, I don't really want to listen," he said. "I think that's the toughest one. Sometimes my kids say, 'I sense you are trying to listen, Dad, but I don't think you really are.'"

## Quadrant three mistakes

Covey said many organizations invest too much of their time in what he calls "quadrant three," things that are urgent but not important. Quadrant one are activities that are important and urgent; quadrant two are things that are important but not urgent and quadrant four are activities that are not important or urgent.

"Quadrant three is the consumer of most people's energies," he said. "That's why it is so important to begin with the end in mind so you have a clear sense of what your priorities are and what is really important."

*For more pictures of Stephen Covey speaking go to:*  
[www.huntsman.usu.edu/cultures](http://www.huntsman.usu.edu/cultures).



Stephen Covey (Covey photos by Steve Eaton)



## Shingo Prize cofounder spends day on campus teaching operational excellence

When Dean Douglas D. Anderson introduced Norman Bodek at a Dean's Convocation, he talked baseball.

"To really understand who Norm Bodek is, you should imagine him as a savvy baseball scout," he said. "If he were (a baseball scout), he'd be able to tell you about discovering Babe Ruth, about hanging out with Joe DiMaggio. He'd be able to get Willie Mays on the phone if you wanted to talk to him. He'd have Hank Aaron on his speed dial."

Dean Anderson explained Bodek has known the greatest minds in operational excellence and, in many cases, published their books.

Bodek has known such people as Ritsuo Shingo, Shigeo Shingo, W. Edwards Deming, Joseph Moses Juran, Phil Crosby, Kaoru Ishikawa, Joji Akao, Taiichi Ohno and many other manufacturing masters. Bodek has published about 400 books and training courses. He has written two books, coauthored another two books and has two more books in the works.

Bodek, along with Vern Buehler, founded the Shingo Prize for Operational Excellence, and Bodek is one of the few individuals ever to be awarded the Shingo Prize.

Bodek paid a one-day visit to USU in April 2009 and encouraged his hosts to work him hard. They did just that, booking him through the day and into the evening. He spoke at a Dean's Convocation, an MBA graduation dinner

MBA student Brock Miller, left, and Bob Miller talk with Norman Bodek, after a Dean's Convocation. (Photos by Steve Eaton)







and met with several other groups on campus.

It would not be easy to fall asleep during a Bodek presentation. When he spoke to the students, he was constantly moving and gesturing as he asked questions of them. He spoke with an energy and passion one might not expect of a 76-year-old who has been on his feet all day.

At the convocation he preached there is always resistance to change but that people should not be afraid to make mistakes, be creative and find ways to constantly improve whatever they were doing.

"If you are creative, that's the spark that brings you the love of life," he said.

He said that people learn from their mistakes; but in academic and business settings, they are often afraid to take risks.

"We have to get rid of this fear; and we have to recognize, in the school community and in business, that people learn from their mistakes," he said. "So, what can we do? We can't say come to work and don't make mistakes, because that's to say come to work and don't learn."

He said American corporations are always looking to make huge changes but often overlook the benefits of making small incremental improvements. He suggested students make a habit of looking for better ways to do things.

"If you are in a factory, if you are in a hospital, if you are in an office, there are a million opportunities for you to find ways to continuously improve," he said.

If companies can develop the right culture where people are respected for their experience and their ideas for improving are implemented, great progress can be made, he said.

"If you've got 10,000 people coming up with one idea every day, you can't lose," he said. "That's why the Japanese are so far ahead, and that's why the Chinese are moving so fast."

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## Bridging the equality gap

By Marci Monson, *Research Matters*

Career equality for women has been a nationwide, decades-long challenge. Despite many attempts to ensure it through legislation (Title VII of the Civil Rights Act of 1964 and the Equal Pay Act of 1963), women continue to face inequality in the workplace.

Even today, women at universities—especially in male-dominated disciplines such as science and engineering—report being overlooked for promotions, feelings of isolation and unsupportive cultures.

As universities across the country struggle with gender-equity challenges, USU has also seen a disparity. The College of Engineering at USU reported in 2004 that out of 82 tenured or tenure-track faculty members, only six were women. An imbalance of male and female faculty also occurred throughout the colleges of agriculture, engineering, natural resources and science.

“Highly qualified women were being lost at each stage of advancement during their careers,” said Ronda Callister, USU management and human resources researcher. “That means a loss of investment, a loss of qualified thinkers, a loss of role models, and a loss of diversity.”

Callister became involved in the ADVANCE program to help study and remedy the situation. The program was formed in 2001 by the National Science Foundation (NSF) with the goal to increase the representation and advancement of women in academic science and engineering careers. In 2003, USU was awarded a \$3 million ADVANCE grant and became one of just 19 institutions nationwide to receive

the funding. The object of the ADVANCE grant was for investigators to work internally with departments at their own universities to ensure that all university professors have the same access to resources and opportunities to succeed.

Callister knew that by receiving the grant, USU could improve the recruitment and advancement of women faculty members in science, technology, engineering, and mathematics (STEM). She wanted to create change at USU through non-traditional research, and she has spent the last six years doing so. Rather than just studying the problem, her team has actively tried to remedy it.

“Creating career equality at USU could only be done through a coordinated campus effort,” said Callister. “Research suggests many recruiters and employers are unaware of how their own subtle implicit biases negatively influence the quality of their decision making. Our main goal was to create awareness, help people to see the bias, isolation, and ineffectiveness, and recognize how important it was for women not only to stay, but also to thrive.”

One of the major problems identified by Callister and her team was the isolation of women professors at universities across the country and the adverse affect on their careers.

“Everyone in a work environment looks to others as mentors and collaborators,” said Callister. “When a woman is the only female in her department, it is harder for her to find those collaborators.”

This can also be a problem for students, as female students often seek out female professors for advice and mentorship. By understanding these issues, departments could help to negate the isolation problem by supporting their existing female faculty and hiring more women when possible.

The ADVANCE team used numerous methods—surveys, interviews, and focus groups—to spread career-bias awareness. The team also encouraged changes in faculty through education and recruitment.

In the fall of 2007, undergraduates in USU professor Robert Mills’ development class bolstered the efforts of the ADVANCE program by helping to create a training system to aid university employees in practicing unbiased employee recruitment and hiring practices. Callister worked with





the class along the way and helped to revise the proposed training program at each step.

"It is impossible to create a bias-free environment," she said. "The goal is to improve decision making."

Furthermore, the NSF hired an outside consultant to interview confidentially each faculty member of three USU departments to discover the root concerns leading to the under utilization of talented women in the workplace, as well as to discuss department climate issues and what steps needed to be taken to improve them. Faculty members then brainstormed ways in which the workplace could be more effective and efficient, allowing for a more integrated work and home life.

So has it worked? Callister would like to think so.

It has been six years since the ADVANCE grant was awarded, and the changes are evident. There is noticeable improvement in promotion, tenure, and hiring rates of women throughout the university. In 2008, 24 percent of new hires in STEM were women and—for the first time in USU's history—women exceeded men in the number of faculty promoted to full professor university-wide.

Although the grant has concluded, the efforts to create career equality will continue. Callister is currently working on a care-giving policy to make it easier for faculty at USU to take parental leave when a child is born or adopted. She also has plans to write and publish her research, which has the potential for significant impact



Ronda Callister (Photo by Kinsey Love)

on the management and human resources field and other universities across the country.

As Callister said, "We have the potential to continue to make a real positive difference in the lives of other people, specifically women graduates and faculty."

This story was used with permission of Utah State University *Research Matters*:  
<http://research.usu.edu/researchmatters2009/htm/bridging-the-equality-gap>

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*- Stephanie Hugie, Huntsman Scholar  
Hometown: Salt Lake City, Utah*



# LEADERSHIP





Robert Malko talks with Huntsman School of Business students, Jami Dixon, left, Josh Kerkmann and Greg Dixon. (Photo by Russ Dixon)

## Huntsman professor recognized by MBA students for his extra-mile service

**I**t's not every day that a professor is thought to be the best in the world at something.

In April, the MBA class of 2009 presented Robert Malko, a professor in the Department of Economics and Finance, an award for being the "World's Best Entrapped Server/Giver."

Malko said he teaches his students that people are in two categories: the servers and givers, and the takers and receivers. He has also joked, using the word "entrapped" in class before, as he has talked about the need to persevere even when vocational challenges are tough.

The award, which now hangs on Malko's wall, credits him with, "Going out of your way to help those who needed it most," and with "listening and understanding our needs."

Malko, who was also recognized by the MBA classes of 1990 and 1991 for his outstanding teaching, said he was honored to get the award but maintained the recognition should be shared with his students.

"The kind of synergy that leads to effective learning and discoveries can only happen when students are on the same page with the instructor," Malko said.

Malko, who has had about 15 years full-time experience in the public and private sector, said he tries to prepare students so that they can enter the job market with the analytical and communication skills necessary to immediately contribute to an organization or company. He thinks about what he'd be looking for if he were hiring a new employee.

"I don't lose sight of the fact that this is a professional school, and we must prepare our students to contribute effectively in the workplace," he said.

MBA students appreciate what Malko does for them.

"While many professors give lip service to the idea of helping students reach their career goals," said Michael Young, an MBA student. "Dr. Bob Malko has repeatedly shown that he is willing to sacrifice his time to be a personalized career accelerator for his students."

Malko said he encourages each student and asks each student to share his or her résumé and career goals with him. He often relies on his network of past MBA graduates to find opportunities for his current students. The extra one-on-one time he spends with each student is not required, but Malko said he wouldn't have it any other way.

"Sure, it would be easier not to meet with each student; but if I did not have that opportunity to help my students, my work would be far less rewarding," he said.

Malko is a nationally recognized expert in energy utilities.

# Valedictorian tells how Professor Doyle converted her to world of accounting

*Editor's note: We asked Lacey Wilkey, 2009 valedictorian for the Huntsman School of Business, who her favorite professor was and why. She wrote about Dr. Jeffrey Doyle, who was recently named Professor of the Year for USU and Teacher of the Year for the Jon M. Huntsman School of Business. He is the George S. Eccles Chair in Capital Markets Research in the School of Accountancy.*

**By Lacey Wilkey**

**D**r. Jeffrey Doyle is a phenomenal teacher and has been my favorite professor at Utah State. I have had many superior teachers, but Dr. Doyle stands out above the rest.

I was fortunate enough to take an intermediate financial accounting class from Dr. Doyle my sophomore year. At the time, I was majoring in finance and economics and was trying to decide between a minor in marketing or accounting. On the first day of the semester, I sat in on both a marketing class and Dr. Doyle's accounting class trying to decide which class to take and, consequently, which area to make my minor. After his first lecture alone, I was convinced that accounting would be the route to take. By the end of the semester, not only had I decided to make accounting my minor, but I enjoyed it enough that I added it as an additional major.

It is hard to pin point exactly what it was, but something about Dr. Doyle's teaching style was able to capture my attention and get me interested in a subject I previously abhorred. He was able to teach in a way that made accounting interesting and easy to understand. He made the difficult, easy; the easy, memorable; and the mundane, exciting. Whether it was his incorporating his research findings or showing the application of class topics to real-world situations, there was always something new and exciting to be gleaned from a Dr. Doyle lecture. That, on top of his incredible sense of humor, made for a very enjoyable class.

Dr. Doyle's class was challenging. His exams were insane. From multiple choice questions with options a-h to a plethora of work-out problems, you really had to know your stuff. But it was this aspect of the class that caused me to learn as much as I did; and despite its difficulty, I loved the class.

Dr. Doyle is an extraordinary teacher and a great asset to the university and students alike. Having little interest in accounting three years ago, I have since graduated with an accounting degree because Dr. Doyle was able to spark an interest in a subject I previously despised. I am grateful for the opportunity I had to be on the receiving end of his teaching excellence.

“HE WAS ABLE TO TEACH IN  
A WAY THAT MADE  
ACCOUNTING INTERESTING  
AND EASY TO UNDERSTAND.  
HE MADE THE DIFFICULT,  
EASY; THE EASY,  
MEMORABLE; AND THE  
MUNDANE, EXCITING.”  
—Lacey Wilkey



Professor Jeffrey Doyle talks with Lacey Wilkey. (Photo by Russ Dixon)



Jordan Schaefermeyer watches as an entrepreneur makes a batch of yogurt.

## Huntsman student tells his story of helping entrepreneurs in Peru

By **Jordan Schaefermeyer**,  
a junior majoring in finance and economics

Most of us want to progress, realize our own dreams and find great reward in our accomplishments. But there is much more that we can do. As I traveled to Peru in the spring of 2009, I realized that by helping and working with others, I could help them accomplish great things. I found that I could help them accomplish their dreams too, not just my own. I discovered how rewarding it is to help others achieve their goals and dreams.

The SEED (Small Enterprise Education and Development) program at Utah State University gave me the unique opportunity to travel to Trujillo, Peru, and spend spring semester helping people prepare themselves to apply for micro loans. The SEED program and a company called Danper located in Trujillo, created a non-governmental organization (NGO) named Sembrando Futuro. I was able to help people apply for micro loans through Sembrando Futuro to start their own business who might have not been able to secure a loan by any other means.

Nefi López and I traveled to Trujillo and had been given an assignment to help the existing loan recipients in a small town called Huancaquito Bajo, located 90 minutes south of Trujillo. (López graduated in 2009 with a bachelor's degree in liberal arts and sciences and a minor in business.) A bakery, a guinea pig farm and a yogurt shop were three businesses that had been proposed but had not yet opened. Nefi and I worked with Elena Pajilla, who was a full-time employee of Sembrando Futuro. We met with each group weekly to help them resolve any issues they had and to supervise the use of their loans. By the time I left, each group had overcome its challenges and had opened its businesses to start selling to the community. I was able to see the inauguration of the bakery and witness the community's excitement at the prospect of new, fresh and locally baked bread made available to them.

Nefi and I also taught classes to potential loan recipients just south of Trujillo in Salaverry. We met twice a week with about 20 people and taught them basic business principles. These groups worked very hard and were grateful to be given this opportunity to learn how they could become successful with their own business ideas. The SEED program will be able to help many more people achieve their dreams so they can improve their own lives as well as those of their families and communities.



Jordan Schaefermeyer teaches some potential loan recipients in Salaverry, Peru.



Jordan Schaefermeyer and Nefi López, far right, talk with a group of entrepreneurs who are raising guinea pigs. (Photos by David Herrmann)



# Huntsman student volunteers for nonprofit organization in Rwanda

*Editor's note: The Ungana Foundation, a social and economic development organization, was created by alumni of USU. Dave Kuwada has applied his business skills to search for ways to better meet the health care needs of the people he serves. He sent this update from Rwanda in the summer of 2009.*

**By Dave Kuwada, '09, majored in finance and economics with minors in psychology and international business.**

I've had opportunities to do things in Rwanda that I could have never done in the United States. The rewards have been great as I've come to know these people and their culture. I've been motivated to help as I've learned of their needs and worked with them to find solutions that can improve the lives of many people.

As the health care associate for the Ungana Foundation, I have been establishing relationships with universities, hospitals, clinics, ministries, doctors, professors and others in the health care community. I've been setting up programs, some of which were launched in summer 2009 and some that will begin in 2010.

I'm now establishing partnerships between Ungana and various groups to help them find ways to get more medical supplies to Rwanda. Our group took a tour of several hospitals and clinics, and we saw the worn-out and out-dated equipment being used in these centers. I have investigated the possibilities of moving used medical equipment to more needy facilities. The lack of equipment limits the number of people who can be helped. I have been meeting with Rotary clubs, non-governmental organizations (NGOs), and I have contacted people I know in the United States to find ways to get the needed supplies and equipment to the people here.

I set up a program with the hospital in Gisenyi, Rwanda, that will begin summer 2010 called the Medical Student Volunteer Program (MSVP). I am working with medical students from the University of Southern California who will come to Gisenyi to do rounds with local doctors. This program will help doctors in the area learn about the latest techniques coming out of academia, offer U.S. students more hands-on experience and help the hospital with its heavy patient loads. I am reaching out to as many medical schools in the United States as I can in hopes of making the MSVP a national program. I have also been in Goma in the Democratic Republic the Congo, working with the University of Goma's medical school and have set up a conference for maternity staff and OB/GYN nurses to attend.

People here are willing to give me the chance to prove myself, and I am so grateful for that opportunity. I have been able to help the other associates with their projects as well. I have met so many great people. Even though we have run into some obstacles, we have been able to work hard and get things accomplished. I have such high hopes for this organization, and I really believe we can get the word out about the needs of these people.

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## Mark Holland leads five companies but none of them are his “main event”

**T**he “main event,” as Mark Holland describes it, is Wendi Holland, his wife.

While many people often maintain their family is their number one priority, to see Mark and Wendi together and to see them interact, makes it easy to believe that in their case it is more than just talk. In fact, to see them holding hands, laughing and playing off each other’s stories, one might believe they are newlyweds.

“We spend a lot of time on our relationship,” Mark said. “It’s the main event for us. We do date nights every week. We spend the last 15 minutes of each night together, alone, after the dust is settled and the kids have gone to bed. We make time for a quarterly retreat.”

Wendi said they met playing Wallyball in Salt Lake, and it was “pretty much love at first sight.”

“We had one high-five and there was electricity,” she said. “He called me the next day, and we’ve been together since.”

Wendi and Mark Holland (Photo by Steve Eaton)



“I think Wendi has really helped me bring a balance into my life that was lacking when I met her,” Mark said.

He said the many things Wendi does with the family help him to be able to focus on work when he is there. He said he also welcomes her advice on work matters.

Mark said the family goes on a “great adventure” each year, and Mark goes on outings with his son and daddy-daughter dates with his three girls.

When you factor in Mark and Wendi’s commitment to daily exercise, church and community service, one might wonder where they find the time. Mark is the chair of the Jon M. Huntsman School of Business National Advisory Board and in 2008 Mark and Wendi received the Spirit of Old Main New Generation Award. Mark also received the Huntsman School’s Professional Achievement award in 2005.

That’s all on top of Mark’s busy vocational life. Mark founded and is now the CEO of Ascend HR Solutions, an HR outsourcing company. Ascend was the 37th fastest growing staffing company in the US in 2008. Mark is also chairman and CEO of Intermountain Staffing, one of the Mountain West’s largest staffing companies. Since joining Intermountain in 1992, the company has grown from four offices in one state to 16 offices in four states. Combined sales of both companies were more than \$200 million in 2008. Mark also founded Ascend Insurance in 2008, and he said it is now experiencing rapid growth.

Mark said his work is important, but it is not the most important thing to him.

“When it comes to life, we need to be thinking about the things that are a priority for us, whether it’s our church or our family or our health, all of those things,” he said. “I hope business for our employees makes the top five or six on their list, but I don’t want it to be number one.”

Mark said it takes some planning to keep priorities straight. Sometimes he might tack a family outing onto the end or beginning of a business trip, for example. He’s even figured out a way to make exercise a bigger part of his day without losing work time.

“He walks during the day, several times,” Wendi said. “He takes whoever he has a meeting with, and they go for a walk while they discuss things.”

Mark said those who report to him all have tennis shoes at work. He said there are advantages to getting out of the office.

“I think it’s important to be able to take time to get away from your challenges,” Mark said. “I think when you change your place, you change your perspective. Just by getting out, you are in a different environment, and you think a little bit differently.”

## Shauna Mabey recognized for her vocational success and community service

Some have talked about a “glass ceiling” to describe a condition that exists when a professional woman finds her career progress thwarted by biases that deny qualified women the same opportunities offered to men.

Shauna Mabey felt she was facing what she called a “concrete ceiling” early in her career. And yet, despite the obstacles, she broke through barriers to become the first female national account manager at Ryder Truck Rental’s Commercial Leasing Division in 1993. She was also the director of sales and marketing for The Pasha Group, a firm that specializes in relocation services, where she worked for more than nine years.

In April 2009, the Jon M. Huntsman School of Business recognized Mabey with a Professional Achievement Award at the Eighth Annual Women in Business Seminar. She advised those in attendance to be willing to seize the opportunities that come their way.

“Take a chance,” she said. “Take a risk. Raise your hand. Say, ‘Give me a chance. Give me an opportunity.’ Jump in and do it, because you’ll be amazed at what you’ll learn from everyone around you and also what you can teach.”

Mabey is now a member of Utah Fast Pass, which is not the usual nonprofit organization. Just to join Utah Fast Pass, one must be willing to donate \$6,000 and have an amazing rare car to drive to the group’s events. Utah Fast Pass members drive cars such as Lamborghinis, Maseratis, Ford GTs or Audi R8s.

Utah Fast Pass will call up a small town and ask permission to stage an event. The town puts on a lunch for the group, and Fast Pass presents the town with a check that is to be used to better the community or help bring it together. Mabey cruises in with her husband, Tom, in their Ford GT. Mabey said the group has raised more than \$653,000 for various worthy causes such as assisting the families of fallen Utah State Troopers.

Mabey is now on the board of directors of five nonprofit organizations. She serves on the board of directors for the Guadalupe Schools and SaharaCares, a nonprofit organization that focuses on helping children in need. SaharaCares was originally established as an organization in the company Sahara, Inc., that her husband, Tom, owns.

Mabey is on the Huntsman School of Business National Advisory Board. Shauna and Tom were recently inducted into the Old Main Society, and they generously contribute to the National Advisory Board Scholarship.



Shauna Mabey, a Huntsman National Advisory Board Member, poses with her Ford GT. (Photo by Steve Eaton)

“JUMP IN AND DO IT,  
BECAUSE YOU’LL BE AMAZED AT  
WHAT YOU’LL LEARN FROM  
EVERYONE AROUND YOU...”

—Shauna Mabey





Scott Huskinson (Photo by Troy Oldham)

## Huntsman graduate finds an ethical approach pays off in China

Scott Huskinson does not think of the factories and people who work for him in China as vending machines.

Huskinson, who completed his Bachelor's in 2001, is the CEO and president of Reminderband and ifrogz. Reminderband is a firm that makes silicone bracelets and wristbands like the ones calling attention to the fight against cancer that cyclist Lance Armstrong made popular, and ifrogz is a company that makes iPod accessories.

He's been told his way of doing business with the Chinese is a little different than the norm.

Huskinson thinks one reason some American businesses have had quality problems with the goods they manufactured in China is that they do not always treat the Chinese companies they work with fairly. American firms will come back and demand lower and lower prices, forcing their Chinese partners to cut corners or do anything they can to meet demands, he said. They are treated not like people but "like a vending machine that is going to kick out product," Huskinson said.

Huskinson said when he's working with a factory in China, he'll sometimes pay higher than the first bid for his product, because he wants to be sure he's negotiated a fair arrangement for them.

"It has to do with mutual respect," he said. "We are looking out for their interests, and they are looking out for ours."

Huskinson, who was recognized with Huntsman School's Professional Achievement Award in 2008, said he was warned his Chinese suppliers may steal his ideas and break off and manufacture knock-off items on their own. He's not found that to be a problem.

"We've been fortunate to partner with the right people, from the very beginning," he said.

In fact, one time when he distributed a product that didn't sell well and he was asked to buy it back, his Chinese supplier even offered to absorb some of the loss with him.

Huskinson must be doing something right. He reports that his two companies have already passed their sales totals for last year, and he expects revenues to triple his 2008 totals. His products are sold in more than 20 countries.

Reminderband got its start after someone asked him if he could get some wristbands made up for USU on short notice. Because Huskinson had developed connections in China, he was able to deliver for Utah State; and when Deseret Book was in the market for some bands, he was ready with 7,000, each one with the phrase "Choose The Right" stamped on it.

You can learn more about ifrogz at <http://ifrogz.com/>.

Scott Huskinson tests out headphones marketed under the brand-name Ear Pollution. (Photo by Steve Eaton)





Children peer in from the outside at a clinic in Huilloc, Peru, where Huntsman students volunteered on their trip to South America in summer 2009.

## Three Huntsman National Advisory Board members are put to work in Peru

**T**hree members of the Jon M. Huntsman School of Business National Advisory Board went all the way to South America last summer to discover USU students.

Tim Barney, Scott Davis and Blake Dursteler already believed in students at the Huntsman School of Business. As National Advisory Board members, they are strong supporters of the Huntsman School of Business. And yet, when they traveled to work with the students in South America in summer 2009, they all said they witnessed first-hand things that impressed and surprised them.

“One thing that really surprised me was the absolute quality of the students,” Barney said. “I wasn’t prepared with how bright they are and how focused they are. I just don’t think I had any of those qualities when I was their age. I’m not sure I do now.”

The three joined the students on the final leg of their journey in Peru where the students were working with entrepreneurs seeking funding from the school’s SEED program and where the students were staffing eyeglass clinics put on by The Hope Alliance.

Barney is the president and founder of Longview Partners. Davis is the president of Mountain West Small Business Finance. Dursteler is the director and a board member of the C.L. Fred & Leora Mae Evans Family Charitable Foundation.

When they arrived in Peru, all three were put to work helping the students near Trujillo, Peru.

“I watched the students work probably 14, 15 hours a day on their projects for the 10 days or so that we were in Trujillo,” Davis said. “They were up early, they were going all day. I’d wear out at about 11 or 11:30 at night and they were still going strong.”

Davis was especially moved by the work in The Hope Alliance eyeglass clinics that were directed by JoAn and Richard Criddle of Logan.

“It was really touching to see some of these people put these glasses on and their eyes open up big and they look around and have a big smile on their face,” he said.

*For a longer story about the experience of our National Advisory Board in Peru go to:*

[www.huntsman.usu.edu/peru](http://www.huntsman.usu.edu/peru) .

“ I WATCHED THE STUDENTS WORK PROBABLY 14,15 HOURS A DAY ON THEIR PROJECTS FOR THE 10 DAYS OR SO THAT WE WERE IN TRUJILLO. THEY WERE UP EARLY, THEY WERE GOING ALL DAY.

— Scott Davis ”

A young girl waits at a clinic where children were being tested for anemia. (Photos by Kristina Roskelley)







## Emeritus professor builds airplanes and generates his own lift

In August 2008, as the Jon M. Huntsman School of Business met on campus for its annual fall retreat, they were missing one professor. Many sensed he was not completely gone. Some knew he was looking down on them from above. In fact, they saw him go flying by during a break.

Phil Swensen, who taught at the Huntsman School of Business for 33 years, retired in 2008 and decided to take in the annual faculty retreat from several hundred feet up. While his colleagues were below envisioning the future, he was flying above the USU campus in a biplane he built himself.

Swensen said that building airplanes has been a passion for him ever since he purchased his first one in 1992. It was a Kitfox, and he guesses he put more than 800 hours into it before it took flight in 1994.

Swensen said that flying an airplane you built yourself can be a little unsettling, especially the first time.

"You get a pretty good sense through taxi tests that it is going to be stable, although you never really know until you get it off the ground," he said. "There comes a time when you've done all you can do, and you just have to go out on the runway and push the throttle forward. At that time, in about eight or ten seconds, you are going to know what you've got. That's always a very high adrenaline moment."

He said that he loves flying the third airplane he built, which looks like a World War I biplane.

"You look out over those wings that are stretched with fabric and you can see the wooden ribs that are underneath them," he said. "You contemplate the hours you've put into building the airplane, and then you realize you are up there a couple thousand feet in the air, hanging on something you built yourself. It gives you a huge sense of satisfaction."

Swensen has had to sell some airplanes to purchase the new ones he acquired over the years. He still flies his biplane, and he parks it at the airport along with a factory-made airplane that he bought in 2006. He and his son also own an airplane together, and Swensen is building his fourth airplane in the shop next to his house.

"I came to the conclusion that you can't just have one airplane," he said. "You need at least one for speed. You need at least one for low and slow."

Swensen said he loves to see those wheels lift off the pavement as he goes up in an airplane.

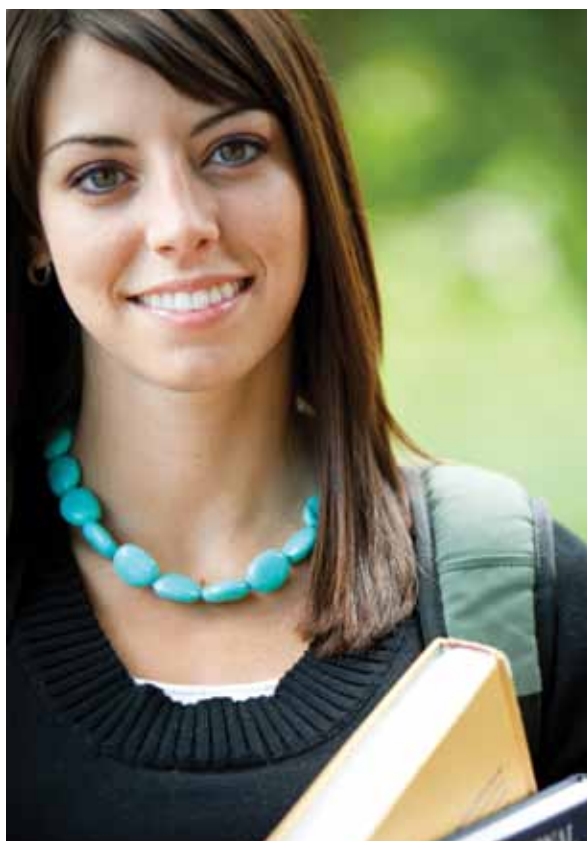
"I'll put music in my headphones and just cruise along," he said. "It is just a thrill. It always has been; still is. I'll go up and just bore holes in the sky around the valley."



For more pictures of Swensen and his airplanes go to: [www.huntsman.usu.edu/airplanes](http://www.huntsman.usu.edu/airplanes).

Phil Swensen, a Huntsman emeritus professor, loves to take the biplane he built into the sky. (Top photo by Steve Eaton, bottom photo by Sara Eaton.)





Stacey Rindlisbacher is a senior, majoring in management information systems, from Logan, Utah. (Photo by Russ Dixon)

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*In recognition of individuals and organizations whose cumulative giving exceeds \$100,000.*

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Meena Yeddula is an MIS graduate student who calls Nellore, India, home.  
 (Photo by Russ Dixon)



# Long-time Huntsman supporter remembers the early days of Partners In Business

Jack Lampros can go to a Partners In Business seminar anytime he wants for free. Lampros isn't even an alumnus. He graduated from the University of Florida in 1949. So, why does he get such special treatment?

Because if it weren't for the help of Lampros at a key time for Partners In Business, the organization might not be what it is today.

Lampros remembers that in the early days of Partners In Business, Vern Buehler, who founded the program, asked for his help in raising some money to support the program.

Buehler had already drafted Lampros to serve on the advisory board for the Jon M. Huntsman School of Business. Lampros, who lives in Ogden, said Buehler was a "dynamo" driving the progress of the organization, especially in its early days. When Buehler approached him, Lampros took an interest in Buehler and the Partners In Business program.

"Vern was such an engaging person that I thought, 'Gee this is

the type of guy I'd like to get to know better,'" Lampros said.

Lampros said he was happy to help raise money for the program, because he was impressed with what it offered to the community and USU students.

"I worked for First Security Bank in the trust department, and I knew people who had money," he said.

He raised \$750,000 for Partners In Business.

Lampros said he also enjoyed the opportunities it gave him to meet some influential people. He met Alan Greenspan, who was chairman of the Federal Reserve from 1987 to 2006; economist Milton Friedman, author Peter Drucker and many other business leaders. He said he even got in a discussion with economist Arthur Laffer.

"I made the mistake of arguing economics with Mr. Laffer, very briefly," Lampros said laughing. "Boy, was I in over my head."

Lampros has never stopped making contributions to higher education and has been recognized by USU, Weber State University and Dixie



**Jack Lampros** (Photo by Steve Eaton)

State College for his support. At Weber State, he received an honorary doctorate, and there is a building, Lampros Hall, named after him. The Jon M. Huntsman School of Business presented him with the Distinguished Service Award in 1982 and the Distinguished Executive Alumnus Award in 1986. His contributions to the Huntsman School of Business have funded scholarships for students in need and supported other endowments.

"My heart really goes out for these young people who graduate from college up to their eyebrows in debt," he said.

In 1987, he became a lifetime member of Partners In Business, a program that still benefits from the money he raised years ago.

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Matt Dodd is an MHR graduate student from Medford, Oregon. (Photos by Russ Dixon)

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Lindsey Coy, a senior, majoring in finance, with a dual minor in economics and personal financial planning, is from Bountiful, Utah.  
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# Author and consultant says “showing up” is a key to career success

By Danette McGilvray

*Editor's note: Danette McGilvray has been invited to speak at conferences throughout the United States and in Europe. She has written a book, Executing Data Quality Projects: Ten Steps to Quality Data and Trusted Information. The Jon M. Huntsman School of Business presented her the Professional Achievement Award in February 2009. She is now the president and principal consultant of Granite Falls Consulting. Her continual career progress since she graduated in 1991 has been fueled, in part, by her ability to adapt to changing workplace conditions. That's why we asked McGilvray to share with us her top five career tips.*

It seems that change has been a part of my life since I graduated and accepted a job offer in California. The first company I worked for was bought out less than a year later and with that change came new responsibilities. I also had to adjust and create opportunities when a corporation I worked for split into two different companies. Four years ago I started my own firm. My clients come from organizations of all sizes, with the majority being Fortune 500 companies. With that background, let me share with you my top five career tips for this changing economy.

## 1. Show up!

I have heard some complain that it's not what you know but who you know that makes a difference when you get a job. The truth is – it is both. No matter how good you are at what you do, if no one knows you, how can they hire you? Join a professional association and attend its local meetings. Go to conferences and exchange business cards. Invite a colleague to lunch.

## 2. Hone and expand your communication skills

Communication includes verbal, written and people skills. Figure out what you are good at and find ways to develop new strengths. If the majority of your communication looks like: “How R U? cl me! TTFN,” you might want to consider expanding your written communication skills. If you have limited your job search to postings on the Internet, realize that only a very small percentage of jobs are found that way. Learn how to talk to people. If the last time you looked for a job was before the Internet existed, learn about other forms of communication to complement a hardcopy resume and cover letter. Use on-line communities such as LinkedIn or Facebook that can help you make the most of your professional network.

### 3. Build your network of trusted colleagues

No one can do it all on their own. You need to find allies you can turn to for advice in dealing with a situation, to brainstorm new ideas or to commiserate when things are not going well. Trusted colleagues can be both inside and outside of your company.

#### 4. Be a trusted colleague

Figure out what you have to offer and contribute. Continue to learn and develop your expertise. Be a person that someone can call for advice, brainstorming or support. Join the planning committee for a professional function or present at a conference. Volunteer to help a charitable organization. Follow through on your commitments. Your actions tell who you are and people remember that.

*For a longer version of this story, go to: [www.huntsman.usu.edu/key](http://www.huntsman.usu.edu/key).*

## 5. Show up!

Every major job opportunity that has come my way has been due to meeting someone when I showed up. It started when one of my professors at USU required us to join the student chapter of a professional association. That organization hosted a dinner for the speakers the night before a Partners In Business seminar. I met the vice president of a high tech company from California at the dinner and then attended his session the next day. He inquired about my resume and asked if I would be interested in coming to California to work. I ended up getting a job at his company and moving my family to the San Francisco Bay area.

Showing up also made a difference when meeting potential clients. Over time, showing up gave me the opportunity to demonstrate that I had the capabilities and the experience to help them solve their problems. This approach has opened doors for me and allowed me to build my business. If we have the skills and we look to serve, we can create our own luck and a rewarding career too.

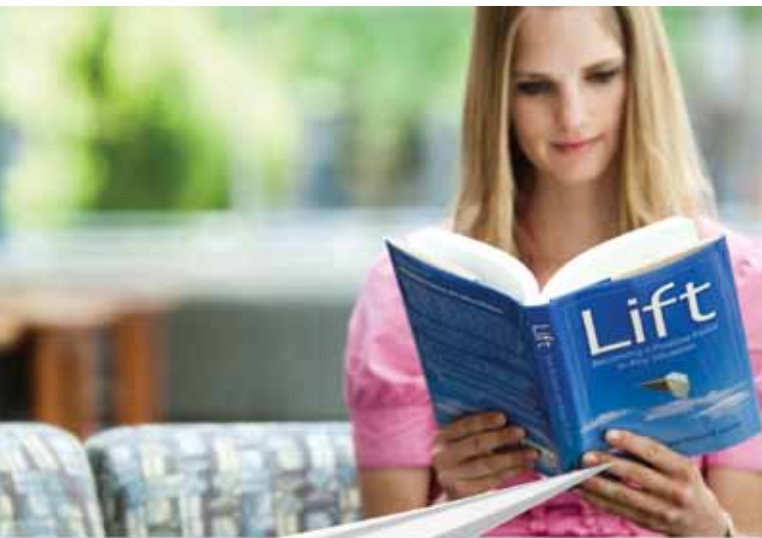
Danette McGilvray may be contacted at danette@gfalls.com. Contact us at steve.eaton@usu.edu with your ideas for our new Vision page.

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*Jon M. Huntsman School of Business  
is all about* **lift** *this year*

**A**ttending the Jon M. Huntsman School of Business is about to become an uplifting experience.

Not that it hasn't been a positive experience before; it's just that this year if students and faculty take the required reading to heart, even the word lift will have added meaning. In fact, students, faculty and staff will all be trying to experience lift.

The required reading book this year is *Lift: Becoming a Positive Force in Any Situation* by Ryan W. Quinn and Robert E. Quinn. The book teaches that if four factors are present in anyone's life, that person can become a positive influence on those around them. A person experiences lift, as the authors describe it, when they are centered on their ultimate purpose and are acting accordingly. They must also be directed by internal values, sensitive to the feelings of others and open to external feedback that makes personal growth possible.

The book shares anecdotes and cites academic and case studies that indicate there are great benefits that come from bringing these four elements together individually and in an organization.

One of the book's authors, Robert E. Quinn, a distinguished professor at the University of Michigan, facilitated a faculty retreat in August 2009 where his research was discussed and the applications of the book's central messages were explored.

"All of us are regularly, if not constantly, teaching others on the basis of who we are, and all of us have a choice: We can choose to be the kind of people who drag others down or to be the kind of people who lift," Quinn said.

***"Required  
Reading"***